EMBA-2527-107 Data, Analytics, Digital Transformation & Emerging Technologies

Name of lecturer(s) & Email	**Phase, Status, Timing**	**ECTS*, CH & SDL****
Tawfik JELASSI - tjelassi@yahoo.fr Paulo AMARAL - pauloamaral209@gmail.com	Navigate Compulsory Between 7/03/2026 and 29/03/2026	3 24 66

Description of the course

Explore the intersection of big data, analytics, and emerging technologies to drive innovation and digital transformation in organizational strategies.

Course units

1. Digital disruption: opportunities and threats
2. IT-enabled innovation and customer centricity
3. Industry incumbents' response to digital disruption
4. Leadership in the digital age
5. Digital transformation in the B2C business context
6. Digitalizing the enterprise and managing the induced change
7. Ambidextrous leadership in the digital era
8. Enterprise digital capabilities
9. Implementing a digital business transformation initiative
10. Digital transformation in the B2B business context
11. E-business interaction strategies, information economics and value capturing
12. Competing through disruptive business models and the Internet of Things

Course Learning Outcomes (CLOs)

By the end of the course, students will be able to…

1. Gain awareness of the value creation potential of digital technologies.
2. Recognize the strategic impact of digital business transformation in today's increasingly competitive marketplace.
3. Master the three elements (the "why", "what", and "how") that comprise a company's digital business transformation journey.
4. Understand that the key drivers of digital transformation are not the digital technologies themselves but business factors, mainly strategy, culture and talent.
5. Get motivated and inspired by international benchmarks and best practices from different industries and countries regarding digital business transformation.

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)
**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc
***PLO - Programme Learning Objectives are available on the curriculum page

Solvay Brussels School Economics & Management

EMBA-2527-107 Data, Analytics, Digital Transformation & Emerging Technologies

Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	**Mastery**
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	**Not Covered**
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	**Mastery**
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	**Mastery**
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	**Mastery**
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	**Mastery**
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	**Reinforcement**
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	**Reinforcement**
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	**Reinforcement**

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: Yes
Contact Hours are dedicated to ESG: 3
Contact Hours containing climate solutions for how organisations can reach net zero: 0
Description of contribution: At the end of the course, students complete a group project that applies the course concepts to a case study focused on strategy and digital transformation, with an ESG focus. The objective is to explore how the various theoretical dimensions of digital business transformation can contribute to advancing ESG goals.

🌳This course contributes to the Sustainable Development Initiative at the Solvay Brussels School of Economics & Management

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EMBA-2527-103-Leading the People Agenda today & Tomorrow

Assessment methodology / Learners Use of Time and Load

Evaluation scale
0-20

Pre-Assessed Task:
- Value of pre-assessed task:
- Type of assessment:
- Deadline:
- Guidelines:

Key-Assessed Task:
- Value of pre-assessed task:
- Type of assessment:
- Deadline:
- Guidelines:

Assessment for this course will use the following components:

- Individual class participation (including contribution of the challengers' team) - 15%
- Group-based case study analyses and presentations - 35%
- Term project - 50%

Description of the term project option:

The term project can be carried out individually or in self-composed groups of 2 participants. It can consist of one of the following formats:

1. A research paper investigating a digital business transformation, an e-business application, or an IT-enabled business topic (such as digital innovation, crowdsourcing, business models for mobile services, best business practices of machine learning, AI or blockchain; etc.); **or**
2. A case study documenting and assessing the impact of an actual digital business transformation and its implementation in an organizational setting, or a digital transformation in the public sector or in a not-for-profit context, **or**
3. A consulting report/business plan suggesting a digital transformation for a given organization.

If the term project follows Option (B) or Option (C), the report should (as much as possible) cover the following items:

Organizational Context
- Introduction to the organization, its size, structure, markets (products or services), financial results (if applicable), etc.

Industry Analysis
- Description of competitors, suppliers, customers, new entrants, and substitute products (if any).

Company Analysis
- Presentation of the company's strengths, weaknesses, opportunities, and threats.

Description of the digital business transformation (DBT)
- Presentation of the digitally-enabled value proposition, target customer(s), marketing approach, cost and revenue model, etc. and how this strategy helps (or is intended to help) the organization perform more efficiently and/or compete more effectively in the market place (with reference back to the earlier industry and company analyses).

Assessment of the Digital Business Transformation
- Critical analysis of the studied DBT in terms of its key elements, implementation approach (used or planned), its benefits (achieved or expected), possible drawbacks, and its future potential.

Recommendations
- Presentation of your own recommendations to the company's management for further enhancing the studied DBT within and/or across the organization.

Project Proposal is a brief description (approximately one page) of your project. It should contain the following information: (a) the title of your project, (b) the list of your group members (if any), (c) the project theme(s) which you will be investigating, (d) the methodology you will be using (such as interviewing managers, doing a survey, conducting a library search, etc.), and (e) what you expect to learn from the project.

Project Report (due March 29th) should be approximately 12-15 pages (1.5 line spacing, font: Times Roman 12). The report should contain an executive summary, a comprehensive treatment of the project theme, and a concluding section describing your actual learning from the project. Incorporate into the report appropriate exhibits (charts, tables, or graphs) as well as any references you may use. Your report will be graded on content, writing style and presentation.

YOU are to define your own project in consultation with Professor Paulo Amaral, keeping in mind that your project should:

- Demonstrate your ability to analyse a situation and relate it to the topics covered in class.
- Expand your understanding of how companies are digitally transforming their business for improving their performance and competing more effectively in the marketplace.
- Expand your knowledge, not just rehash something you have done before.

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